



*APPROPRIATIONS REQUEST TO  
THE UNITED STATES CONGRESS  
FOR FISCAL YEAR 2006*

**INSTITUTE OF MUSEUM AND LIBRARY SERVICES**

**APPROPRIATIONS REQUEST  
TO CONGRESS  
FOR FISCAL YEAR 2006**

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## **Creating and Sustaining a Nation of Learners**

**President Bush and I are committed to strengthening America's libraries and museums. And supporting lifelong learning is the ultimate goal of museums and libraries today.**

**President James Madison said, "What spectacle could be more edifying or more seasonable than that of liberty of learning, each leaning against the other for their mutual and surest support." America's museums and libraries will forever support the principles that make our country strong and free and they will continue to light the way to liberty and learning for generations to come.**

**For me, and for many Americans, libraries and museums are centers of learning in our communities. Along with our homes and our schools, they provide the foundation for learning throughout our lives.**

**First Lady Laura Bush**

### **Authorizing Framework**

This justification requests funding under both the Museum and Library Services Act and the African American History and Culture Act.

#### **The Museum and Library Services Act (MLSA)**

The MLSA was enacted into law in September 1996. It streamlined federal support for libraries and created the Institute of Museum and Library Services. Prior to enactment library support was administered by the U.S. Department of Education and museum support was administered by the Institute of Museum Services. In September 2003 the Museum and Library Services Act (P.L. 108-81) was reauthorized, confirming the wisdom of bringing federal programs for libraries and museums into one agency. IMLS grant programs support museums and libraries individually and in collaboration to provide broad and equitable access to high-quality knowledge resources; an essential element of a democratic society. The Act consists of the **Library Services and Technology Act (LSTA)** and the **Museum Services Act (MSA)**.

## **The Library Services and Technology Act**

Since 1958, the Library Services and Technology Act and its predecessors have been the primary source of federal support for the nation's libraries.

The LSTA charges IMLS

- to improve library service to better serve the people of the United States,
- to facilitate access to library resources to cultivate an educated and informed citizenry,
- to encourage resource sharing to achieve economical and efficient delivery of library service.

The LSTA calls for funding for a state formula grant, national leadership grants and support for Native American tribes and Native Hawaiian organizations.

## **The Museum Services Act**

Since 1976 the Museum Services Act has been the primary source of federal support for the nation's museums.

The MSA charges IMLS

- to support museums in their public service role connecting the whole of society to cultural, artistic, historical, natural and scientific heritage;
- to help museums work with schools, families, and communities in support of education,
- to encourage leadership in technology, and
- to help museums achieve the highest standards of collections stewardship and management

The authority provided in the MSA is broad and flexible requiring support for all types of museums from art to zoo for a wide variety of museum service activities. The 2003 authorization provided new authority for a program of support for Native American tribes and Native Hawaiian organizations.

## **The African American History and Culture Act**

In December 2003, Congress passed and the President signed the P.L. 108-184 **African American History and Culture Act** (AAHCA). This law calls for the creation of a National Museum for African American History and Culture and authorizes IMLS, in consultation with the new museum's director and council, to offer grants and scholarships to promote African American history and culture.

## **Appropriations Request**

The Administration requests \$262,240,000 for fiscal year 2006 for the Institute of Museum and Library Services. This includes \$260,240,000 for programs and administrative costs authorized by the MLSA (\$222,175,000 for LSTA and \$38,065,000 for MSA) and \$2,000,000 for a grants program authorized by the AAHCA.

### *Office of Museum Services Operations Grants*

The Administration requests \$20,210,000 for operations grants, including the programs. These funds support grants to museums for building increased public access, expanding educational services, reaching families and children, and using technology more effectively in support of these goals (Museums for America, p. 14). In addition, these funds support technical assistance through four types of assessments: Institutional, Collections Management, Public Dimension, and Governance. (Museum Assessment Program, p. 16). Grants also provide the museum community with support for a variety of training and personnel development activities for museum staff members across all types of museums (21<sup>st</sup> Century Museum Professionals, p. 22).

### *Museum Conservation Programs*

The Administration requests \$3,630,000 for Conservation programs. These funds support grants to allow museums to survey collections, perform training, research, treatment and environmental improvements (Conservation Project Support, p. 27). Grantees may receive additional funds to develop an education component that relates to their conservation project. In addition, these funds support technical assistance in conservation efforts (Conservation Assessment Program, p. 28).

### *Native American and Native Hawaiian Museum Services (p. 24)*

The Administration requests \$850,000 for museum grants to Native American tribes and organizations that primarily serve and represent Native Hawaiians. All activities outlined under Museum Services Operations Grants and Museum Conservation Programs are eligible uses for these grants.

### *Museum National Leadership Projects (p. 18)*

The Administration requests \$9,458,000 for National Leadership projects. The National Leadership Grants encourage innovation in meeting community needs, widespread and creative use of new technologies, greater public access to museum collections, and an extended impact of federal dollars through collaborative projects.

### *Museum Grants for African American History and Culture (p. 29)*

The Administration requests \$2,000,000 for Museum Grants for African American History and Culture. This program will be developed in coordination with the Director and Council of the Smithsonian Institutions Museum for African American History and Culture and address the purposes of P.L. 108-184.

#### *Office of Library Services State Grants (p. 12)*

The Administration requests \$170,500,000 for State grants. Funds are provided to States by formula to carry out 5-year State plans. These plans must set goals and priorities for the State consistent with the purpose of the act, describe activities to meet the goals and priorities and describe the methods by which progress toward the goals and priorities and the success of activities will be evaluated. States may apportion their funds between two activities, technology and targeted services. States may use funds for electronic linkages among libraries, linkages to educational, social and information services, accessing information through electronic networks, or link different types of libraries or share resources among libraries. They may also direct library and information services to persons having difficulty using a library, underserved urban and rural communities, and children from low income families.

#### *Native American and Native Hawaiian Library Services (p. 25)*

The Administration requests \$3,675,000 for library grants to Native American tribes and organizations that primarily serve and represent Native Hawaiians. The criteria for Library Services State Grants apply to these grants as well.

#### *Library National Leadership Projects*

The Administration requests \$14,000,000 for national leadership projects. These funds will be distributed as National Leadership Grants (p. 18), which support activities of national significance to enhance the quality of library services nationwide and to provide coordination between libraries and museums. Activities are carried out through grants and contracts awarded on a competitive basis to libraries, agencies, institutions of higher education and museums. Priority is given to projects that focus on education and training of library personnel, research and development for the improvement of libraries, preservation, digitization of library materials, partnerships between libraries and museums and other activities that enhance the quality of library services nationwide.

In addition, the Administration requests \$26,000,000 for Recruitment of Librarians for the 21<sup>st</sup> Century (p. 20), which supports efforts to recruit and educate the next generation of librarians and the faculty who will prepare them for careers in library science. The program also supports grants for research related to library education and library staffing needs, curriculum development, and continuing education and training.

#### *Museum and Library Services Administration*

The Administration requests \$11,917,000 for program administration (\$7,150,000 for library services and \$4,767,000 for museum services). Funds support personnel compensation and benefits, travel, rent, communications, utilities, printing, equipment and supplies, automated data processing, and other services.

**INSTITUTE OF MUSEUM AND LIBRARY SERVICES  
HISTORICAL SUMMARY OF APPROPRIATIONS  
(Budget Authority in Thousands)**

<b>MUSEUM AND LIBRARY SERVICES ACT (MLSA)</b>	<b>FY 1998</b>	<b>FY 1999</b>	<b>FY 2000</b>	<b>FY 2001</b>	<b>FY 2002</b>	<b>FY 2003</b>	<b>FY 2004</b>	<b>FY 2005</b>	<b>FY 2006 REQ.</b>
<b><u>Library Services and Technology Act (LSTA)</u></b>									
<b>OLS State Grants</b>									
Grants to States	134,201	135,367	138,118	148,939	149,014	150,435	157,628	160,704	170,500
<b>Natv. American/Hawaiian Lib.</b>									
Native American Library Svcs.	2,561	2,908	2,616	2,940	2,941	3,055	3,206	3,472	3,675
<b>Library National Leadership</b>									
National Leadership / Libraries	5,488	9,565	10,275	11,299	11,081	11,009	11,263	12,301	14,000
21 <sup>st</sup> Century Librarian Initiative <sup>1</sup>	NA	NA	NA	NA	NA	9,935	19,882	22,816	26,000
<b>Administration</b>	4,090	2,900	3,491	5,040	5,042	5,663	6,264	6,658	7,150
<b>SUBTOTAL, LSTA</b>	<b>146,340</b>	<b>150,740</b>	<b>154,500</b>	<b>168,218</b>	<b>168,078</b>	<b>180,097</b>	<b>198,243</b>	<b>205,951</b>	<b>221,325</b>
<b><u>Museum Services Act (MSA)</u></b>									
<b>OMS Operations Grants</b>									
Museums for America <sup>2</sup>	15,610	15,610	15,517	15,483	15,482	15,381	16,342	16,864	18,710
Museum Assessment Program	450	450	450	449	450	447	447	446	500
Museum Prof. for the 21 <sup>st</sup> C <sup>3</sup>	NA	NA	NA	NA	NA	NA	NA	992	1,000
<b>Museum Conservation</b>									
Conservation Project Support	2,310	2,310	2,310	2,305	2,310	2,792	2,782	2,788	2,810
Conservation Assessment Prg.	820	820	820	818	820	815	815	813	820
<b>Natv. American/Hawaiian Mus.</b>									
Native Am/Haw. Museum Svcs. <sup>4</sup>	NA	NA	NA	NA	NA	NA	NA	843	850
<b>Museum National Leadership</b>									
National Leadership /Museums	2,200	2,200	3,050	3,542	5,167	5,663	6,891	7,539	9,458
<b>Administration</b>	1,890	2,015	2,160	2,255	2,670	3,539	4,125	4,439	4,767
<b>SUBTOTAL, MSA</b>	<b>23,280</b>	<b>23,405</b>	<b>24,307</b>	<b>24,852</b>	<b>26,899</b>	<b>28,637</b>	<b>31,402</b>	<b>34,724</b>	<b>38,915</b>
<b>TOTAL, MLSA</b>	<b>169,620</b>	<b>174,145</b>	<b>178,807</b>	<b>193,070</b>	<b>194,977</b>	<b>208,734</b>	<b>229,645</b>	<b>240,675</b>	<b>260,240</b>
<b>AFRICAN AMERICAN HISTORY AND CULTURE ACT (AAHCA)</b>									
Museum Grants for African American History/Culture <sup>5</sup>	NA	NA	NA	NA	NA	NA	NA	NA	2,000
<b>Administration</b>	NA	NA	NA	NA	NA	NA	NA	NA	0
<b>TOTAL, AAHCA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>2,000</b>
<b>TOTAL, IMLS PROGRAMS AND ADMINISTRATION</b>	<b>169,620</b>	<b>174,145</b>	<b>178,807</b>	<b>193,070</b>	<b>194,977</b>	<b>208,734</b>	<b>229,645</b>	<b>240,675</b>	<b>262,240</b>
<b>CONGRESSIONAL EARMARKS</b>	0	15,435	11,751	39,251	29,524	35,156	32,595	39,889	0
<b>TOTAL, IMLS</b>	<b>169,630</b>	<b>189,580</b>	<b>190,558</b>	<b>232,321</b>	<b>224,501</b>	<b>243,890</b>	<b>262,240</b>	<b>280,564</b>	<b>262,240</b>

<sup>1</sup> The 21<sup>st</sup> Century Librarian program was a new initiative funded for the first time in FY 2003.

<sup>2</sup> The Museums for America Program has previously been known as "General Operating Support" and Learning Opportunities Grants."

<sup>3</sup> Prior to FY 2005 funding for the 21<sup>st</sup> Century Museum Professionals program was included in National Leadership Grants.

<sup>4</sup> Native American/Native Hawaiian Museum Services was authorized by PL 108-81 in September 2003.

<sup>5</sup> Museum Grants for African American History and Culture was authorized by PL 108-184 in December 2003.



## THE IMLS MISSION: Creating and Sustaining a Nation of Learners

We are a nation of learners. We must be to succeed in modern society. Societal prosperity and individual achievement depend upon the ability to learn continually and adapt to change readily.

And while learning must be a community-wide responsibility, we believe that libraries and museums play a critical role. Through their collections, programs and services, they connect people to their cultural, scientific, historic and artistic heritage and ideas. Libraries and museums are about more than access to information; they are at the heart of a learning society.

Using its statutory grant-making authority the Institute of Museum and Library Services can lead and support museums and libraries across the country to grow and sustain a nation of learners. By providing program and management ideas, 'best-practice' preservation and digitization approaches, and critical funding of these programs, IMLS can provide a "sum" much larger than its parts.

Working with the Nation's libraries and museums, IMLS can strengthen our society and empower our citizens by helping everyone participate in a **learning society**, help our institutions and our citizens to take full advantage of the **promise of digital technology** and create **public value**.

### Creating a Learning Society

IMLS envisions a nation of learners in which all participants have the knowledge, skills, attitudes, behaviors, and resources they need for successful formal and informal learning at any age. A learning society requires a new vision in which learning is seen as a community-wide responsibility, supported by both formal and informal educational entities. IMLS uses its leadership role to foster partnerships in support of learning.

- In September 2004 IMLS and the Corporation for Public Broadcasting announced a *Partnership for a Nation of Learners*. This multi-year, \$3 million initiative, will provide resources to bring together libraries, public broadcasters, and museums to leverage local community assets and create new pathways to learning, discovery, and exploration. The initiative will offer competitive grants to support existing collaborations and to create new ones, encourage professional development, and conduct project evaluations to measure effectiveness.
- In August 2004 IMLS convened *Charting the Landscape: Mapping New Paths*, a workshop on libraries, museums and K-12 learning. The workshop focused on the K-12 years as a foundation for lifelong learning and on ways in which museums and libraries can form effective collaborations with schools and other community organizations in order to address learners' needs. Workshop invitees included seventy-five leaders from museums, libraries, school systems, higher education, government agencies, organizations involved in education reform, and IMLS staff.

- In September 2003, in partnership with the Association of Children's Museums and the American Library Association's Association for Library Service to Children, IMLS co-hosted another major national conference, "The 21<sup>st</sup> Century Learner: The Continuum Begins with Early Learning."
- In November 2001, IMLS hosted a major conference on the "The 21<sup>st</sup> Century Learner: Partnerships for Lifelong Learning."

## **The Promise of Digital Technology**

Digital technology also plays a central role in creating and sustaining a nation of learners. It enables the full range of holdings in our museums, libraries, and archives—audio, video, documents, artifacts—to be combined in new ways and formats, and made accessible to audiences as never before. The magnificent scientific, historic, aesthetic, and cultural resources in our libraries and museums can be presented—both within and across institutions—with a variety of support or explanatory materials that enrich meaning and increase the audience's understanding.

Because of its broad mandate to support cultural heritage institutions, IMLS is uniquely positioned to help libraries, museums, and archives develop ways to provide seamless access to digital resources. Some highlights follow:

- Beginning in 2000 IMLS began hosting Web Wise, an annual conference for libraries and museums in the digital world. The conference showcases IMLS projects and cutting-edge technology and explores issues such as building, sharing, and sustaining digital resources; developing capacity; and engaging users.
- IMLS has commissioned and published reports on *The Status and Use of Technology in Libraries and Museums* (2002) and an *Assessment of End-User Needs in IMLS-Funded Digitization Projects* (2003).
- In ongoing partnership with the National Science Foundation, IMLS co-hosts an annual meeting of the principal investigators for IMLS National Leadership Grantees and NSF grantees, with a focus on DL1-2 and NSDL projects.
- In 2001, IMLS published *A Framework of Guidance for Building Good Digital Collections*, which identifies principles of good practices and standards. In 2003, IMLS signed a memorandum of understanding with the National Information Standards Organization to maintain and update the *Framework* as an information standard.
- In March 2003, IMLS convened a workshop on *Opportunities for Research on the Creation, Management and Use of Digital Content*. And in August, 2003, a *Workshop on Digital Resource* was convened.
- In 2004, a section of the IMLS Web site was dedicated to digital issues; it includes a database of IMLS-supported projects that digitize collections and create innovative educational tools.

- In 2002, IMLS awarded a grant to the University of Illinois at Urbana-Champaign to develop a collection-level registry and item-level searching for digital content created with IMLS funds. This project is a model for aggregating digital content across collections and for providing seamless access to items within collections using the Open Archives Initiative Protocol for Metadata Harvesting. The project is receiving national and international attention as a model implementation of the protocol that could serve as a prototype for the development of a national digital library of cultural heritage.
- In the past year, IMLS has been approached by representatives of member nations of the Asian Pacific Economic Conference and the European Union seeking opportunities for collaboration and information sharing relating to IMLS digital technology initiatives. IMLS also supports, with the Museums, Libraries and Archives Council (UK) and the Canadian Heritage Information Network, the International Digital Cultural Content Forum, which promotes international interchange of information about digital programs and practices.
- In 2003, IMLS awarded a competitive grant for a national research study on the needs and expectations of users and potential users of online information. The study, conducted by the University of Pittsburgh's Sara Fine Institute for Behavioral Studies and Information Technology, will construct a map of the information universe and will identify the potential roles that libraries and museums can play in providing content and assisting online users to meet information needs. The results of the study will be widely shared with the library and museum communities and will help to shape future IMLS programs.

### **Creating Public Value**

And finally, IMLS believes that creating public value is a critical component of its mission. In a society that demands accountability, every museum and library must demonstrate its public value. Libraries and museums can be found in nearly every community in the nation. They reach out to learners every day of the week and together are a powerful force that makes progress and achievement possible for millions of citizens. IMLS programs and activities help museums and libraries to deliver public value.

- In response to U.S. Government requirements and guidelines such as the Government Performance and Results Act and the Performance Assessment Rating Tool, IMLS has developed workshops, materials, and tools to help grantees create programs that produce value for the public.
- A pilot project begun with six states in 1999 has grown into an initiative that provides two-day workshops for every State Library Administrative Agency and every *National Leadership Grant* recipient. This year IMLS also established a strategy that will help *Museums For America* grantees develop logic models and plan for results.
- In 2000, IMLS published *Perspectives on Outcome Based Evaluation for Libraries and Museums* and dedicated a section of the IMLS Web site to providing resources about planning and evaluation.
- In 2003, IMLS released its *National Leadership Grant Project Planning Tutorial*, available online and in print.

## Detailed Program Descriptions, Strategic Plan and Program Performance Indicators

Specifically, funding will provide support for these five strategic planning goals:

- Advancing Strategic Planning: Delivering Public Value
- Developing National Models and Supporting Research
- Building Workforce Capacity in Libraries and Museums
- Improving Library and Museum Service for Tribal Communities
- Preserving Cultural Heritage

### Goal One: Advancing Strategic Planning: Delivering Public Value

#### Objective:

Libraries and museums use IMLS grant funds to develop and deliver diverse range of services to meet recognized community needs and that support their missions and strategic plans to deliver public value to the community.

#### Strategy

Create and sustain nationally significant funding programs and nationally significant activities to help museums and libraries meet their mission to deliver public value by implementing their strategic planning goals.

Three IMLS programs address this objective:

- Grants to States (State Library Administrative Agencies)
- Museums for America
- Museum Assessment Program

Continue providing applicants and grantees with tools to help them with planning and evaluation.

#### *Grants to States*

***The Administration requests \$170,500,000 for the Grants to States program, a six percent increase over the enacted Fiscal Year 2005 level.***

<u>Year</u>	<u>Applications</u>	<u>Awards</u>	<u>Budget Authority</u>
2004	NA	NA	\$157,628,000
2005	NA	NA	\$160,704,000
2006	NA	NA	\$170,500,000(Request)

## **Program Description**

The Library Services and Technology Act (LSTA), a section of the Museum and Library Services Act of 2003, promotes access to information resources provided by all types of libraries. The legislation authorizes IMLS to provide funds to State Library Administrative Agencies (SLAAs) using a population-based formula. State libraries may use the appropriation to support statewide initiatives and services; they also may distribute the funds through subgrant competitions or cooperative agreements to public, academic, research, school, and special libraries in their state.

Each state has an IMLS-approved five-year plan outlining its programs. These programs support the LSTA goals, which are to

- expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages;
- develop library services that provide all users access to information through local, state, regional, national, and international electronic networks;
- provide electronic and other linkages between and among all types of libraries;
- develop public and private partnerships with other agencies and community-based organizations;
- target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills; and
- target library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children from families with incomes below the poverty line.

## **Program Performance Information**

As required under the law, each state submitted a five-year evaluation report in 2002 and will submit the next five-year report in 2007. IMLS asked states to report on their overall results in achieving the goals and objectives in the five-year plan (FY 1998–FY 2002).

IMLS solicited an independent analysis of the five-year evaluation reports to synthesize the states' evaluations of their use of Grants to States funding. This analysis was completed in the summer of 2003.

The analysis of the states' five-year evaluations in 2003 identified two key trends in library service that are facilitated by IMLS funds; both relate to how libraries carry out their enhanced educational role in today's environment of ongoing technological change.

- Libraries are information brokers, providing the means for information acquisition and acting as a conduit through which information is identified and retrieved. In essence, they are helping to make information and services that are often prohibitively expensive more readily available.
- Libraries are promoters of information literacy, training patrons and staff to use available technology tools to access and evaluate information.

According to the independent analyst, statistical review of categorical data presented in the *Summary of State Profile Data* suggests that the Grants to States program has been

successful in meeting the broad range of goals legislated by Congress. First, the number of goals in each goal category is substantial (ranging from 116 to 191 in each category) indicating that effort has been applied in each area. Second, states made progress towards, met or surpassed high proportions of goals in each category area (86% to 95% each category).

Each of the states used its evaluations to inform the creation of new five-year plans (FY 2003–FY 2007). The new plans reflect “lessons learned” from initial implementation of the program, improved needs assessment and strategies to meet those needs, and enhanced evaluation components that will attempt to capture the impact of the funding on those libraries serve.

Each state reports annually on the most recently completed grant period. In FY 2004, IMLS implemented an online reporting system that enables better data collection and analysis of the wide range of activities and services undertaken by the SLAAs to address the goals of their five-year plans. This reporting system tracks activities by the purposes of the law, the state goals, and IMLS performance categories. IMLS will assess the achievement in each of these categories for activities carried out with FY 2006 grants.

IMLS, in partnership with the SLAAs, will continue to invest a substantial amount of resources in building the capacity of grantees and subgrantees to use outcomes-based planning and evaluation methods to document progress in meeting the stated goals of the plans where appropriate.

### *Museums for America*

***The Administration requests \$18,710,000 for the Museums for America program, an eleven percent increase over the enacted Fiscal Year 2005 level.***

<u>Year</u>	<u>Applications</u>	<u>Awards</u>	<u>Budget Authority</u>
2004	829	190	\$16,342,000
2005	NA	NA	\$16,864,000
2006	NA	NA	\$18,710,000 (Request)

### **Program Description**

The goal of Museums for America is to strengthen museums as active resources for lifelong learning and the establishment of livable communities.

This program is designed to flexibly meet the full range of statutory purposes of the Museum Services Act – a section of the Museum and Library Services Act of 2003 -- by providing grants to increase museums’ ability to serve the public more effectively. Grants are made to support the following goals established by the Act:

**Support Lifelong Learning:** Grants support the full range of learning opportunities in museums, including exhibition programs; working with schools to develop curriculum and programs; family and adult programs; and Web site content development and implementation.

**Provide Centers of Community Engagement:** Grants fund support of projects that actively engage museums with their communities, including public programs, visitor experience improvements, and increased access and inclusion of public programs.

**Sustain Cultural Heritage:** Grants fund projects for collections management; research, scholarly, and popular publications; and exhibit planning, design, and implementation.

Museums for America grants are flexible. They can be used for ongoing museum activities, planning activities, new programs, purchase of equipment or services, or initiatives to upgrade and integrate new technologies. Successful applicants must show evidence of institutional strategic planning and the relationship between the requested funding and the institution's plan. Projects must be investments for the future, not one-time activities with short-term institutional impact. All grants must support clearly demonstrable public value.

#### **Program Performance Information**

- **Support Lifelong Learning:** IMLS will evaluate the impact of grant funds to help museums support lifelong learning, IMLS will determine whether funded projects are creating more effective educational programs across the spectrum of individual learning styles, audience demographics, and methods of access.
- **Provide Centers of Community Engagement:** IMLS will evaluate the impact of grant funds to help museums increase or improve community engagement and to increase museums' involvement in the core interests of their communities, IMLS will look for productive partnerships, representative inclusion of community members, and attention to viable solutions.
- **Sustain Cultural Heritage:** IMLS will evaluate the impact of grant funds to help museums sustain cultural heritage, IMLS will look for evidence of enhanced care of collections.

## Museum Assessment Program

***The Administration requests \$500,000 for the Museum Assessment program, a twelve percent increase over the enacted Fiscal Year 2005 level.***

Year	Applications	Awards	Budget Authority
2004	153	146	\$447,000
2005	NA	NA	\$446,000
2006	NA	NA	\$500,000 (Request)

### Program Description

The purpose of the Museum Assessment Program (MAP) is to help institutions assess their strengths and weaknesses and plan for the future by providing grants of technical assistance. This program is especially targeted to small museums. IMLS estimates that 75 percent of the nation's museums identify themselves as small institutions, with annual budgets less than \$250,000.

The program offers four types of museum assessments:

- **Institutional:** an overview of the management and operations of the entire museum, helping the museum set priorities, prepare for strategic planning, and operate more efficiently, thereby improving its services to the community and increasing its base of support.
- **Collections Management:** a review of collections use, planning, and policies and procedures in the context of overall museum operations.
- **Public Dimension:** an evaluation of the way in which the museum serves its community and audiences through exhibits, programs, and other services and how it communicates with its audience through public relations, planning, and evaluation.
- **Governance:** an examination of the roles, responsibilities, and performance of governing authorities and advisory boards. This assessment improves the ability of the museum's governing authority to fulfill its stewardship responsibilities and contribute to the success of the organization.

In all MAP assessments, members of the museum staff and governing authority complete a self-study and receive a site visit by one or more museum professionals who tour the museum and meet with staff, governing officials, and volunteers. The surveyors work with the museum and with MAP staff to produce a report evaluating the museum's operations, making recommendations, and suggesting resources.



**Program Performance Information**

IMLS will evaluate Museum Assessment Program grants to assess their impact on museum staff knowledge about core museum functions and best practices, improvement of management and governance practices, and ways to improve museum services and programs.

## Goal Two: Developing National Models and Supporting Research

### Objective

Libraries and museums improve their ability to meet the needs of their communities by having access to and by adopting national models and by incorporating research findings to improve practice.

### Strategy

Support the National Leadership Grant program to allow organizations to undertake activities that have broad beneficial impact for libraries, museums, and the communities they serve. These projects address issues and problems common to the museum or library community at large or to a significant segment of the community.

Support analysis and reporting on the impact of library and museums services by working in consultation with the museum and library communities to identify important issues and trends for analysis and reporting the findings.

### *National Leadership Grants*

***The Administration requests \$23,458,000 for the two National Leadership Grants programs, a seven percent increase over the enacted Fiscal Year 2005 level.***

#### **LIBRARY NLG PROGRAM**

<u>Year</u>	<u>Applications</u>	<u>Awards</u>	<u>Budget Authority</u>
2004	154	37	\$11,263,000
2005	NA	NA	\$12,301,000
2006	NA	NA	\$14,000,000 (Request)

#### **MUSEUM NLG PROGRAM**

<u>Year</u>	<u>Applications</u>	<u>Awards</u>	<u>Budget Authority</u>
2004	109	18	\$6,891,000
2005	NA	NA	\$7,539,000
2006	NA	NA	\$9,458,000 (Request)

## Program Description

National Leadership Grants support leading-edge projects to enhance library and museum services nationwide. They enable libraries and museums to address current problems in creative ways, develop and test innovative solutions, and expand the boundaries within which our cultural heritage institutions operate. The results of these projects—whether new tools, research, models, services, practices, or alliances—will help shape tomorrow's libraries and museums. Grants are offered in the following three categories:

- **Advancing Learning Communities** helps libraries and museums to engage with other educational and community organizations to mutually support the educational, economic and social needs of learners of all ages. Learning communities can be established without regard to geographic boundaries; they can exist virtually or in a particular place or places.
- **Building Digital Resources** supports the creation, use, preservation, and presentation of significant digital resources as well as the development of tools to manage digital assets.
- **Research and Demonstration** helps libraries and museums increase their impact on learning by supporting research on issues of national concern and demonstration of new solutions to real-world problems. Research projects, both basic and applied, gather and analyze data in order to investigate specific questions and then evaluate and disseminate the results. Demonstration projects test potential solutions to problems in library and museum services

Collaborative projects are encouraged where appropriate. Partners may include community organizations, public media, and organizations that promote learning in addition to libraries, archives, museums or other cultural heritage organizations.

## Program Performance Information

- **Advancing Learning Communities:** IMLS will evaluate whether the grant funding supports the development of learning networks and services that successfully meet the needs of target communities. IMLS will also examine whether models can be replicated in varied communities with diverse learning goals and how well grant funding develops effective collaborative strategies for employing museum and library resources to enhance community learning. IMLS will investigate whether the grant funding supports viable collaborative solutions to community learning needs and how successfully funded projects disseminate results.
- **Building Digital Resources:** IMLS will evaluate whether the grant funding results in a significant increase in the quantity or quality of digital resources and whether they lead to the development of sustainable infrastructures for digital content. IMLS will determine whether the results of the grant funding contributes significantly to sustainability, interoperability, or accessibility of digital content in support of lifelong learning.
- **Research and Demonstration:** IMLS will evaluate whether the grant funding produces significant research in library science and museum services. IMLS will also evaluate the impact of the grant funding in demonstrating viable solutions to problems that impact the delivery of library and museum service. IMLS will assess how successfully funded projects disseminate results.

### Goal Three: Building Workforce Capacity in Libraries and Museums

#### Objective

Museum and library staff builds their capacity to meet the evolving demands and pressures from rising community expectations, evolving technological applications, increasing diversity in the populace, emerging legal issues, and expanding responsibilities for leadership.

#### Strategy

Create and sustain nationally significant programs that respond to the need for ongoing improvement of professional capacity for the museum and library workforce by providing direct support to the organizations that deliver educational content and to organizations that need more highly qualified staff:

Two IMLS programs respond to the need for ongoing improvement of professional capacity for the museum and library workforce. Museum and library staff faces continuing challenges to meet the evolving demands and pressures from rising community expectations, evolving technological applications, increasing diversity in the populace, emerging legal issues, and expanding responsibilities for leadership. These two programs help meet those challenges by providing direct support to the organizations that deliver educational content and to organizations that need more highly qualified staff:

Librarians for the 21st Century  
21st Century Museum Professionals

#### *Librarians for the 21<sup>st</sup> Century*

***The Administration requests \$26,000,000 for the Librarians for the 21<sup>st</sup> Century program, a fourteen percent increase over the enacted Fiscal Year 2005 level.***

<u>Year</u>	<u>Applications</u>	<u>Awards</u>	<u>Budget Authority</u>
2003	76	27	\$9,935,000
2004	70	28	\$19,882,000
2005	NA	NA	\$22,816,000
2006	NA	NA	\$26,000,000 (Request)

## Program Description

The purpose of Librarians for the 21st Century is to increase the capacity of libraries to create and sustain a nation of learners by improving library staff knowledge and skills. The program supports efforts to recruit and educate the next generation of librarians and the faculty who will prepare them for careers in library science. It also supports grants for research related to library education and library staffing needs, curriculum development, and continuing education and training.

Program categories for 2006 are as follows:

- **Masters-Level Programs:** Recruit and educate the next generation of librarians. In particular, increase the number of students enrolled in nationally accredited graduate library programs preparing for careers in school, public, and academic libraries.
- **Doctoral Programs:** Develop faculty to educate the next generation of library professionals and library leaders. In particular, increase the number of students enrolled in doctoral programs that will prepare them to teach master's students or to assume positions as library managers and administrators.
- **Preprofessional Programs:** Enable preprofessional library staff to make the transition to librarianship, especially in locations where recruitment is historically difficult. In particular, increase the number of students enrolled in preprofessional education or training programs that will enable them to provide enhanced service in underserved communities and prepare them for master's-level education.
- **Research:** Provide the library community with information needed to support successful recruitment and education of the next generation of librarians. In particular, through funded research, establish baseline data and evaluate current programs in library education for their capacity to meet the identified needs.
- **Programs to Build Institutional Capacity:** Develop or enhance curricula within graduate schools of library and information science. In particular, develop new course and programs in critical areas such as leadership, research methods, and digital librarianship.
- **Programs of Continuing Education:** Support model programs of continuing education and training in library and information science for current librarians and library staff.

In September 2004, IMLS announced an award of \$994,369 to the University of North Carolina at Chapel Hill for a national research study on the future of librarians in the workforce. The study will analyze employment trends and projections for librarians by specialty and geographic area and identify the types of skills future librarians will need to meet emerging information needs. The results of this study will inform the future direction of this program.

## Program Performance Information

The first awards for this program were announced in October 2003. IMLS has begun to measure the impact of those first awards and will continue to measure their impact annually.

- **Masters-Level Programs:** IMLS will evaluate the success of the grant funding in attracting new students to master's-degree programs in library and information studies (LIS), and in educating these students to provide library services in the new century. IMLS will document the number and percentage of students enrolled in masters-degree programs in library and information science and also document the number and percentage of candidates who graduate and accept library employment.
- **Doctoral Programs:** IMLS will evaluate the impact of the grant funding in attracting new students to doctoral programs to become the next generation of LIS faculty and in educating these students to teach the next generation of librarians. IMLS will analyze the number and percentage of enrollments in LIS doctoral programs through IMLS-funded projects. IMLS will evaluate the impact of grant funding by measuring increases in the number and percentage of doctoral students over current levels, and the extent to which LIS schools successfully hire and retain these faculty to meet their needs for master's-level programs.
- **Preprofessional Programs:** IMLS will evaluate the impact of the grant funding in helping pre- and paraprofessionals improve their capacity to deliver high-quality library services. IMLS will evaluate the quality and quantity of resources available for pre- and paraprofessionals to increase their skills and analyze the number of individuals who enter library service or improve their library skills through IMLS-funded projects.
- **Research:** IMLS will evaluate the impact of grant funding in increasing knowledge of the nature and function of libraries, the education needs of library personnel, and library staffing and retention patterns. IMLS will evaluate the impact of its funding on the number of research projects that address questions related to recruitment, education, staffing, and retention.
- **Programs to Build Institutional Capacity:** IMLS will evaluate the extent to which grant recipients develop or enhance curricula within graduate schools of library and information sciences. IMLS will evaluate the extent to which its funding is used to shape curricula in terms of responsiveness to preparing new librarians with the knowledge and skills to meet emerging library service needs.

## *21<sup>st</sup> Century Museum Professionals*

***The Administration requests \$1,000,000 for the 21<sup>st</sup> Century Museum Professionals program, a 0.8 percent increase over the enacted Fiscal Year 2005 level.***

### **Program Description**

Museums play a critical role in the education of the public in the United States by preserving America's rich cultural heritage and helping to transmit it from one generation to the next. Museum professionals need high levels of knowledge and expertise as they help to create public value for both local and national communities. This program supports projects that address the preparation of museum professionals for the future by updating and expanding their knowledge and skills.

The 21st Century Museum Professionals program supports a range of activities, including professional training, leadership development, and strategic planning. This program provides the museum community with support for a variety of training and personnel development activities for museum staff members across all types of museums. This program also supports research to establish best practices or more effective methods of museum operations, as well as the collection and dissemination of information to museum professionals and the public. Project design could include direct dissemination of information through workshops, seminars, and courses; or indirect communication through publications and Web sites.

### **Program Performance Information**

IMLS will evaluate the success of grant funds in enhancing the skills of targeted groups of museum professionals and in facilitating development of museum leadership. IMLS will assess the transfer of knowledge and skills resulting from the funded projects.

## Goal Four: Improving Museum and Library Service for Tribal Communities

### Objective

Tribal libraries and museums will offer the essential basic services for community needs that result from geographic barriers of remote or rural locations, challenges to an endangered culture, and strains on limited resources.

### Strategy

Sustain national programs help address basic museum and library services for tribal communities and prepare these organizations for providing improved services:

Two IMLS programs address the lifetime learning needs of Native American and Native Hawaiian communities. The members of these communities often have needs that result from geographic barriers of remote or rural locations, challenges to an endangered culture, and strains on limited resources. These two programs help address basic museum and library services for these communities and prepare organizations for providing improved services:

Native American/Native Hawaiian Museum Services Grants  
Native American/Native Hawaiian Library Services Grants

### *Native American/Native Hawaiian Museum Services Grants*

***The Administration requests \$850,000 for the Native American/Native Hawaiian Museum Services Grant program, a 0.8 percent increase over the enacted Fiscal Year 2005 level.***

### **Program Description**

Native American/Native Hawaiian Museum Services Grants enable Native American tribes, Alaska Native villages or corporations, and organizations that primarily serve Native Hawaiians to benefit their communities and audiences through strengthened museum services. Grants are awarded competitively to support the following:

- Programming, including services and activities that support the educational mission of the museum, including exhibition, interpretation, education resources such as Web sites and curricula, and educational demonstrations and performances
- Professional development, including education or training that builds skills, knowledge, and other professional capacity for individuals who provide museum services, including creating and offering courses, workshops, and in-person or distance learning opportunities; enrolling in courses; attending conferences and professional meetings; and hiring consultants or technical assistance to strengthen museum services



- Enhancement of museum services, including support for activities that improve museum services, such as disaster preparedness, strategic planning, improvement of technology and other resources, collections care and management, and hiring of temporary or permanent staff to support museum services

### Program Performance Information

IMLS will evaluate indicators of museum services strengthened as a result of grant funds in the areas of programming, professional development, and enhancement of museum services.

#### *Native American/Native Hawaiian Library Services Grants*

***The Administration requests \$3,675,000 for the Native American/Native Hawaiian Library Services Grant program, a 0.6 percent increase over the enacted Fiscal Year 2005 level.***

<u>Year</u>	<u>Applications</u>	<u>Awards</u>	<u>Budget Authority</u>
2004	334	307	\$3,206,000
2005	NA	NA	\$3,472,000
2006	NA	NA	\$3,675,000 (Request)

### Program Description

Native American/Native Hawaiian Library Services Grants support improved access to library services for Native Americans, Alaska Native Villages, and Native Hawaiians. The grants address the information needs of people who typically live in remote areas or in communities where technology resources are scarce. These funds help extend library hours, purchase educational materials, implement literacy programs, provide professional advice to tribal library personnel, provide community service information, and provide Internet connections and other services for individuals in these communities. Project categories are as follows:

- **Basic:** noncompetitive grants to approximately 230 American Indian tribes and Alaska Native Villages to support a core level of library services.
- **Professional Assistance:** noncompetitive grants to approximately 60 tribes and Alaska Native Villages for professional consulting and assistance services.
- **Enhancement:** competitive awards to enhance library services in Native communities.

IMLS also funds a competitive award for library services to Native Hawaiians to preserve and increase access to and use of Hawaiian languages resources, improve children's reading skills, and help Native Hawaiians acquire literacy, computer, and employment skills.

### **Program Performance Information**

IMLS will evaluate program performance by tracking the delivery of library services to their communities as reported by the tribal libraries. IMLS also will evaluate the acquisition of professional assistance as reported by the tribal libraries. IMLS will examine and monitor the performance of enhancement projects in delivering enriched library services to the target communities.

## Goal Five: Preserving Cultural Heritage

### Objective

Museums and libraries--as the stewards of heritage, as represented in their collections of documents, art, and artifacts--preserve our cultural heritage so that it can be used by people today and by future generations.

### Strategy

Create and sustain nationally significant programs and activities for the museums' and libraries' continued preservation, interpretation, access, and development of the nation's cultural heritage, which is the foundation for their significant contribution to learning.

Museums and libraries are inherently the stewards of heritage, as represented in their collections of documents, art, and artifacts. The preservation of these resources is the foundation for their significant contribution to learning. Three IMLS programs specifically target the safeguarding of these resources in museums:

Conservation Project Support  
Conservation Assessment Program  
Museum Grants for African American History and Culture

### *Conservation Project Support*

***The Administration requests \$2,810,000 for the Conservation Project Support program, a 0.8 percent increase over the enacted Fiscal Year 2005 level.***

<u>Year</u>	<u>Applications</u>	<u>Awards</u>	<u>Budget Authority</u>
2004	186	66	\$2,782,000
2005	NA	NA	\$2,788,000
2006	NA	NA	\$2,810,000 (Request)

### **Program Description**

The Conservation Project Support program awards matching grants to help museums identify conservation needs and priorities and perform activities to ensure the safekeeping of their collections.

Conservation Project Support grants help museums develop a logical, institution-wide approach to caring for their living and nonliving collections. Applicants apply for the project that meets the institution's highest conservation needs.

Collections may be in one of four categories: (1) nonliving, (2) systematics/natural history, (3) living plants, or (4) living animals. Grants are available for five broad types of conservation activities: (1) surveys (general, detailed condition, or environmental), (2) training, (3) research, (4) treatment, and (5) environmental improvements.

This program also funds exceptional projects with far-reaching effects that benefit multiple institutions. Such projects may cut across collections categories. Additional funding may be awarded to successful applicants who incorporate an educational component to their project.

### **Program Performance Information**

IMLS will evaluate the impact of Conservation Project Support on preserving collections. IMLS will evaluate improvement in collections care, in staff expertise and practices, and in public understanding.

#### *Conservation Assessment Program*

***The Administration requests \$820,000 for the Conservation Project Support program, a 0.8 percent increase over the enacted Fiscal Year 2005 level.***

<u>Year</u>	<u>Applications</u>	<u>Awards</u>	<u>Budget Authority</u>
2004	163	119	\$815,000
2005	NA	NA	\$813,000
2006	NA	NA	\$820,000 (Request)
NA = not available			

### **Program Description**

The Conservation Assessment Program (CAP) continues to be one of IMLS's most successful efforts to meet the needs of the nation's thousands of small museums. Across the country, in communities of all sizes, these institutions are frequently the interpreters of their community's unique story. Many of these institutions require assistance in establishing the policies and practices that will ensure the preservation of their valuable collections. CAP assists small museums in laying the groundwork for effective collections management. The program provides professional assistance in analyzing all aspects of care, assessing current practices, and recommending actions to be taken.

The assessment combines self-study with a technical on-site review by an appropriately matched consultant from the conservation or architectural profession. The resulting report identifies collections care issues that the museum faces, empowering the individual

institutions to prioritize conservation needs and develop long-range plans for preserving its collections.

CAP is a partnership between IMLS and Heritage Preservation, Inc., with IMLS providing oversight and funding and Heritage Preservation providing program administration and coordinating the grants. The program complements Conservation Project Support by providing general conservation surveys or assessments to small museums, which frequently are just starting to address conservation issues.

### **Program Performance Information**

IMLS will gather evidence from CAP grantees of changes in museum staff knowledge regarding how they can improve their conservation care practices to deliver better public value.

### *Museum Grants for African American History and Culture*

***The Administration requests \$2,000,000 for the newly authorized Museum Grants for African American History and Culture program.***

### **Program Description**

In December 2003, Congress passed the National Museum of African American History and Culture Act. While the main purpose of the Act is to establish a new Smithsonian museum, the Act also provides new authority for IMLS to establish, in consultation with the council and director of the new museum, a program of grants and scholarships with the following purposes:

- improving operations, care of collections, and development of professional management at African American museums;
- providing internship programs and fellowship opportunities at African American museums;
- assisting individuals who are pursuing careers or carrying out studies in the arts, humanities, and sciences in the study of African American life, art, history and culture;
- promoting the understanding of modern-day practices of slavery throughout the world; and
- increasing endowment funds established by African American museums or non-profit educational organizations for the purposes of enhancing educational programming and maintaining and operating traveling exhibits.

In FY 2006, IMLS will launch this new program in accordance with the directives of the legislation. IMLS will consult with stakeholders and experts in FY 2005 to shape the grant criteria and guidelines for this new program.

### **Program Performance Information**

IMLS will develop performance information as the program develops and will submit an amended performance plan for this program.

## IMLS ADMINISTRATION

The IMLS budget has two distinct components: the program budget and the administrative budget. The program budget covers the funds distributed through grants and cooperative agreements, and the administrative budget funds the cost of administering these programs and conducting leadership activities.

### **Program Evaluation**

IMLS regularly evaluates its programs and studies issues important to museum and library services to gauge its effectiveness in meeting the needs of its constituents and their audiences. In both cases, an important goal is program improvement. In recent years, IMLS has completed studies of its Grants to States program for library services; patterns of user needs assessment in digital project grants; trends in museum-school partnerships for education; and the status of education and training opportunities for staff development of library workers.

### **The President's Management Agenda**

The President's Management Agenda (PMA) includes five government-wide initiatives: Strategic Management of Human Capital; Competitive Sourcing; Improved Financial Performance; Expanded E-Government; and Budget and Performance Integration. All five initiatives are interrelated in that all are designed to enable managers to deliver services effectively. IMLS has worked over the past year to adapt its administrative goals to better meet the Management Agenda, striving to

- achieve budget and performance integration to link funding decisions to results
- manage information technology resources, using e-gov, to improve service for IMLS customers and partners
- develop and maintain financial integrity and management and internal controls
- improve the strategic management of the agency's human capital

For FY 2005, IMLS plans to further develop its budget-performance integration, financial management, human capital, and e-government initiatives within the PMA framework, in preparation for a future Program Assessment Rating Tool (PART) analysis.

### **Budget and Performance Integration**

The purpose of this initiative is straightforward—to link funding to results. The PMA helps IMLS focus on how best to further its efforts to integrate budget and performance.

IMLS has an integrated approach to budgeting and long-range planning. Responsibility for development, coordination, and innovation in GPRA activities resides with the Office of Research and Technology. IMLS will continue to improve the connection between its budget request and desired program outcomes.

IMLS seeks funding for programs that work or demonstrate the promise of future effectiveness, and will seek to reform or eliminate programs that do not show results. The administrative allocations are linked to the Strategic Plan to ensure that high-priority

activities are funded and will have standard, integrated budgeting, performance, and accounting information systems at the program level that will provide timely feedback for management.

## **E-Government**

IMLS is expanding its electronic government capabilities consistent with the goals of the PMA. IMLS is committed to leveraging technology to minimize the burden on grantees and increase efficiencies agency-wide. IMLS delivers a number of services electronically. In addition to the IMLS Web-site, which provides application guidelines, publications, and other information, IMLS is planning expanded Web-based services. IMLS continues to serve as a partner to other federal agencies in the development of Regulations.gov and the federal Grants.gov portal, contributing data and integration surveys to the FIND pilot. IMLS plans to use the portal to receive FY 2005 grant applications.

IMLS is in the final phase of developing the Web-based annual reporting system which all grantees of the State Program used beginning in October 2003. Successful strategies for this pilot reporting process will shape reporting for other IMLS programs.

An important part of the IMLS e-government plan is to incorporate electronic review of applications into the overall process. Electronic peer review has been embraced by IMLS reviewers in FY 2003 and FY 2004 and is expected to reduce the workload for both reviewers and staff, making feedback to applicants more efficient. IMLS will continue its successful implementation of electronic review.

In FY 2005, IMLS will implement an online system to allow existing reviewers to update their information profile electronically and to allow professionals who would like to review to register. When this system is in place, IMLS will be able to eliminate paper-based updates for its pool of 2,500 active reviewers.

In addition to these steps in the application and award management process, IMLS is developing assistance to help potential applicants them develop better projects. A self-paced Web-based course in project planning was deployed in May 2003. IMLS is also planning a suite of Web-based tools in outcomes-based evaluation, the first set of which will be developed and implemented in FY 2004.

IMLS continues to play a leadership role on many government-wide e-gov initiatives. IMLS is a partner on Grants.gov and actively supports the eHuman Resources, eTraining, and eTravel initiatives.

## **Financial Management**

Office of Management and Budget (OMB) guidance and the PMA address improved financial performance for federal agencies. In addition, the General Accounting Office issued executive guidance that outlines strategies for agencies to effectively manage erroneous payments.

Through an interagency agreement, IMLS contracts with NEH for accounting services and the preparation of financial reports. In light of recent changes to requirements for small agencies, NEH and IMLS transitioned to a Web-based financial management system (Oracle Federal Financials) that replaced NEH's 23-year-old Wang-based accounting system. The adoption of the Oracle system has been an enormous undertaking, involving the transfer and conversion of a significant amount of information from two different agencies. IMLS continues to evaluate financial management mechanisms and support in order to effectively and efficiently meet the needs and responsibilities of the agency.

## **Human Capital**

Throughout the federal government, there is increasing recognition that human capital is a valuable asset that needs to be managed strategically. Like any federal agency, IMLS must address the critical human factors of succession planning, recruitment, retention, and adapting the skills mix of employees. IMLS uses creative methods to keep human resource costs to a minimum. IMLS contracts with outside vendors to input grants management data into its database and to manage the mailing and processing of grant applications, keeping clerical and processing staff levels down. In FY 2006, IMLS will continue to focus on ensuring that its organizational structure meets the needs of its constituents and that IMLS employees have the competencies and skills to ensure that the agency is in alignment with the PMA.

## **FY 2006 Salaries and Expenses Request**

The FY 2006 budget request for salaries and expenses will pay the costs of the staff, overhead, contracts, and other activities needed to administer and monitor IMLS's programs and provide over \$277 million in grants.

In FY 2006, IMLS's request for administrative costs is \$11,917,000, a .93% increase from the enacted FY 2005 amount. Additional funding is requested for GSA rent and support for a new accounting services contractor. The pace of IMLS's work is accelerating, increasing the workload of its staff. The rapidly changing character of results and outcome evaluation and the wide variety of collaborative activities place new demands on IMLS staff and systems.

The role of libraries and museums in American society has grown increasingly complex over the past several years. Changes in the environment in which libraries and museums operate—in the technological infrastructure through which they deliver services, in the galleries and programmatic spaces they create, in the economic substrate that finances operations, and in the social landscape that defines the communities that they serve—dictate corresponding changes in the way libraries and museums structure and deliver services. Helping libraries and museums navigate these changes is an increasingly complex and multifaceted task. To ensure that federal grant funds create optimal public value, the need to work with applicants and grantees to strengthen strategic planning, program development, and evaluation is greater than ever.

While IMLS strives for a customer-focused operation with straightforward and user-friendly programs and services, the complexity of customer demands has grown considerably. Constituents' need for technical assistance in program planning and guidance throughout the grant-making process has increased significantly. Potential applicants and grantees call upon the expertise of IMLS staff in new areas and in greater numbers year after year. In order to ensure effective operation and provide service that is consistent with the high expectations of the public, Congress, and the administration, IMLS must expand the capacity of its workforce to provide leadership in program development and evaluation as well to increase its depth of knowledge in core and emerging issues in library and museum management.



## *Justification of Operating Costs by Object Class*

This request includes funds for staff salaries, benefits, travel, training, rent, advisory and assistance services, communications and utilities expenses, supplies, equipment, and other operating expenses necessary for management of the IMLS's activities. The following narrative provides greater detail on this request, presented by object classifications.

### **1100 Personnel Compensation**

### **1200 Personnel Benefits**

### **1300 Benefits for Former Personnel**

**Amount Requested: \$5,000,000**

Resources in this category provide funding for salaries and benefits of federal employees. These object classes combine funding for personnel costs, including the expected increases of within-grade increases, planned promotions, and performance awards for qualified staff, and include use of the effects of lapse savings made possible by delayed hires and turnover. This request supports the proposed 2 percent pay raise to be effective in January 2006, and is consistent with administration policy.

Estimates are provided for benefits including the agency's share of contributions for health insurance, life insurance, FERS, CSRS, and FICA, Thrift Savings Plan match, unemployment benefits, and injuries sustained in the workplace. Over the past years, federal health insurance premiums, including agency contributions, have increased nearly 13 percent annually, and this increase is reflected in this budget estimate. Finally, IMLS made a management decision this year to absorb the management costs to federal employees of the government's Flexible Spending Accounts. Support for the federal transit subsidy benefits provided under the Transportation Equity Act for the 21<sup>st</sup> Century is also reflected in this object class. To minimize personnel costs, the salary for National Museum Services Board members is proposed to remain at \$100/day.

In FY 2005, IMLS requested an increase of two FTEs: an evaluation officer for the Office of Research and Technology and a support position to the director for strategic partnerships. This new evaluation officer position is meant to fulfill the increased reporting responsibilities included within the Museum and Library Services Act. At this time, the IMLS evaluation activities fall within the duties of the research officer. As both evaluation activities and research activities have increasing importance in the ability of IMLS to pursue its mission, one person will not be able to continue to manage both functions. Adding an evaluation officer will allow the agency to better manage both of these important responsibilities.

### **2100 Travel and Transportation of Persons**

**Amount Requested: \$400,000**

This object class funds the cost of travel by IMLS professionals for conference presentations, site visits to oversee grants, outreach activities, consultations with applicants, workshops on IMLS programs, and staff professional development. Funds are provided for regional forums that stimulate sharing of best practices and expand museum and library collaboration opportunities. This effort allows IMLS to monitor the progress of new programs, provide technical assistance, and build new partnerships. It includes transportation costs associated with the National Award for Museum Service and the National Award for Library Service.

This object class also supports the outcomes-based evaluation process and grant oversight activities.

This object class supports travel for members of the National Museum and Library Services Board, including its three regular meetings. This past year, the IMLS Board has requested that its regular meetings include at least one meeting out of the Washington, D.C., area annually, in conjunction with the national gathering of museum and library professionals. This meeting will introduce the Board to the leaders in the museum and library field and enable them to become acquainted with the agency's constituent interests. The Board is also very much interested in and participates in the agency's panel review process, and this travel has meant an increase in the support in this object class.

**2200 Transportation of Things**  
**Amount Requested: \$40,000**

This object class funds freight and express charges by common carrier and contract carriers and other incidental expenses. This includes mail transportation charges for express package services (i.e., charges for transporting freight) and postage used in parcel post. Cost estimates are based on actual costs incurred historically by IMLS for this activity, and in the past year, owing to increased fuel costs worldwide, shipping costs have risen markedly.

**2300 Rent, Communications, and Utilities, Rental of Space (SLUC),**  
**Equipment Rental, Telephone Services, Postage**  
**Amount Requested: \$2,400,000**

This object class includes funding for communication technology services, including data, voice, and wireless services; equipment rental such as copier rental; and rental of audiovisual equipment used in presenting conference sessions at meetings off-site.

IMLS has been successful in past years in directing more of its efforts toward the Internet, placing an increased emphasis on electronic dissemination of IMLS materials and holding cost increases to a minimum. The FY 2006 request includes funding for higher postage costs associated with mailings for IMLS core programs.

This object class also funds rent and security costs for IMLS staff. In FY 2005, IMLS will move from its offices at the Old Post Office Pavilion to recently leased space at 1800 M Street, NW, in Washington. This move increases the rent paid to GSA almost 200 percent, while providing IMLS with needed space for growth and meetings, IT and publication storage, and training. Through temporary, targeted spending reductions and delayed hiring, IMLS has been able to fund the move and its first six months in the new space on a budget-neutral basis, but it must increase its request in this object class to reflect actual costs in FY 2006.

**2400 Printing and Reproduction**  
**Amount Requested: \$110,000**

This object class funds the composition and printing of program applications and guidelines, research publications, conference proceedings, and *Federal Register* notices. To help contain costs in this category, IMLS is promoting the use of its home page on the Internet. From this page, users can access program guidelines, grant information, recent awards lists, and a variety of information about IMLS initiatives, activities, and programs. IMLS continues to expand the electronic dissemination of all public materials to prospective grantees from institutions of all sizes and in all geographic areas, ensuring that printing costs are kept to a minimum.

**2500 Other Contractual Services**  
**Amount Requested: \$3,850,000**

This object class provides for contractual services that are not covered in any of the preceding categories, and includes costs of maintenance for the financial management system, staff training, alterations to office space, travel and honoraria for panelists, and per capita costs for processing payment transactions by the Department of the Treasury as well as the employee health unit. Also included are costs of deliveries of the IMLS display booth and materials for presentations at meetings and conferences, temporary clerical and grant application processing services, and production expenses associated with publications.

Additional funds are required for annual reporting activities. The MLSA reauthorization calls for annual reporting on important issues for the museum and library communities. The targeted issues are to be developed in collaboration with stakeholders. While IMLS has a history of researching and reporting on topics relevant to its mission, and while stakeholders have consistently been consulted, this new reporting role will mean more frequent and more regular reporting, and thus more resources for developing and deploying data collection plans. Moreover, because of the heightened visibility of the reporting, IMLS will establish more systematic stakeholder communication channels, which will entail increased staff management, analysis and synthesis, and feedback.

This object class funds a management conference for managers of State Library Program agencies. These funds also support convening meetings of the Native American tribal community for grant workshops, and facilitate outcomes-based evaluation training for the Office of Library Services and Office of Museum Services grantees in all categories. These activities are supported by contracted meeting-planning specialists. This object class also supports the cash awards for the National Award Museum/Library Services winners.

These funds also support essential interagency agreements, including payroll services provided by the Department of Agriculture's National Finance Center, as well as an agreement with the Department of Interior and the Department of Health and Human Services for negotiating indirect cost rates. Funds are also requested in this object class to facilitate outcomes-based evaluation training for grantees in all categories.

This object class also funds the contract costs (travel, subsistence, and honoraria) of panelists and grant reviewers. Each year IMLS convenes dozens of panels to evaluate the quality of grant applications. Finally, planning and assessment studies for the Office of Research and Technology are funded from this object class.

FY 2006 will be the first full fiscal year IMLS will spend in its new office space. During FY 2006, IMLS intends to review the agency's agreements for administrative support services (for example, payroll administration, accounting services, and indirect cost negotiations) provided by other federal agencies, to ensure maximum efficiency and value.

**2600 Supplies and Materials**

**Amount Requested: \$80,000**

This object class funds expendable supplies such as routine office products, paper, and copier supplies needed to carry out the daily business of IMLS. These funds also cover IT supplies, including disks and toner cartridges for printers, and the cost of maintaining the agency's subscriptions to periodicals, magazines, and newspapers

**3100 Equipment**

**Amount Requested: \$37,000**

This object class funds all equipment, furniture, and office machines having a useful life in excess of one year—items such as chairs, desks, file cabinets, IT equipment, software licenses, leased copy and fax machines, and printers. The majority of anticipated equipment expenditures will be technology renewal of office automation equipment, systems software, and furniture for which repair would be more expensive than replacement. IMLS intends to maximize the usefulness of existing hardware by upgrading equipment rather than purchasing new equipment wherever possible.

This request also includes routine upgrades to local area network (LAN) hardware and software in order to accommodate upgrades in database management and accounting.

**Total Administrative Services Request: \$11,917,000**